

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**



AIR FORCE INSTRUCTION 38-101

AIR FORCE MATERIEL COMMAND

Supplement 1

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Manpower and Organization

AIR FORCE ORGANIZATION

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This supplement does not apply to the Air National Guard or US Air Force Reserve units and members. Units are not authorized to further supplement this command supplement. Questions regarding this supplement should be referred in writing to HQ AFMC/XPMO, 4375 Chidlaw Road, Room B204, Wright-Patterson AFB, OH 45433-5006.

AFI 38-101, 1 July 1998, is supplemented as follows:

1.2.6. (Added) Integrated Weapons System Management (IWSM). This concept is the cornerstone of Air Force Materiel Command (AFMC), and is the essence of how we do business. Within the framework of Air Force organization policy, emphasis will be placed on designing organizations that provide for cradle to grave management, that reflect a single face to the customer, that are seamless in design, and are process oriented.

1.3.1. (Added) HQ AFMC and the centers work toward meeting AFMC and Air Force organizational goals. The Director of Plans and Programs, HQ AFMC/XP, is responsible for recommending command organization policy to AFMC/CC, and monitoring progress toward organization goals. HQ AFMC functional chiefs give assistance in their functional areas.

1.3.3. (Added) Centers and Field Operating Agencies (FOAs) within AFMC must have HQ AFMC/XP approval to deviate from standard HQ USAF and AFMC structures (AFI 38-101 and AFMC Blueprint), and to activate, redesignate or inactivate units. Organizational consistency must be maintained across the command.

1.3.5. (Added) HQ AFMC/XP is the MAJCOM focal point for organization policy.

1.3.6. (Added) The Center/Wing Manpower and Organization Office advises and assists commanders in organization matters, and are the channels through which Organization Change Requests (OCRs) flow to HQ AFMC/XP. Functional chiefs at the Center and HQ AFMC level provide assistance in their functional areas.

2.2.6.2.1. (Added) Certain functions performed within AFMC Air Base Wing standard structures are not inherently military in nature. When these functions are reengineered or contracted out through the A-76 process, normal organizational practice requires that the resulting organization will not be a standard Air Force structure, i.e., squadron or group, but rather directorate, division, or branch. Exceptions to this policy must be discussed with HQ AFMC/XPM. If a deviation is warranted, an organization change request (OCR) must be initiated and forwarded to HQ AFMC/XPM for approval.

2.2.9.3.1. (Added) In AFMC, a functional flight is used as a subordinate organization of a squadron, and is authorized only in numbered wing, group and squadron structures. When an officer heads a flight, the position is a flight commander (duty title and rating chain). When an enlisted member or civilian heads a flight, the position is a flight chief.

2.2.9.3.2. (Added) Functional flights are not authorized in the center structure or within structures of other named units, i.e., centers, Air Force Research Laboratory, named groups. The organizational level "Branch" is used instead.

2.2.10.1. (Added) The center is the echelon directly under the Air Force Materiel Command (AFMC). Centers are structured to perform support missions in the product, test, logistics, and specialized missions areas. Centers are assigned units such as wings, groups, squadrons, and named units, as well as non-military components, e.g., directorates, divisions, branches, and sections.

2.3.1.1.3. (Added) A command position may be requested where there is a requirement for military authorizations, e.g., to support mobility UTCs, and the number of military authorizations is sufficient to warrant establishing a separate unit and responsible UCMJ authority apart from the Mission Support Squadron. A command position should not be established to solely solve a staffing problem, i.e., for the purpose of attracting better-qualified officers to lead the activity.

2.3.1.3.1. (Added) At AFMC installations, the center commander is the installation commander. At Brooks AFB TX, the commander of the 311 Human Systems Wing (HSW) is the installation commander. At Kirtland AFB NM, the commander of the 377th Air Base Wing is the installation commander.

2.3.1.4.1. (Added) An Executive Director position (CD) is authorized at HQ AFMC and in AFMC field units.

2.3.2.3. (Added) The Director of Staff (DS) position is not used at HQ AFMC. A DS is not authorized at center level.

2.3.2.4.1. (Added) Systems Program Offices (SPOs) within the AFMC Product Centers are considered Directorates. If all resources are matrixed from functional home organizations, SPOs are not considered organizations in the pure organizational sense, since they have no Unit Manpower Document (UMD) of their own. Therefore, they will be reflected organizationally as dotted line organizations on the official organization charts.

2.3.2.6. (Added) Sections and elements are only authorized if the organization performs technical, highly specialized workload or if the supervisor-to-worker ratio exceeds 1:15. Otherwise, use the team leader approach.

The organizational level "Branch" will be used in the wing/group/squadron structure, when subordinate to a division. Squadrons under the wing/group structure will have flights instead of branches. This applies only to the wing/group structure. Centers and all other named units will use branches if divisions must be subdivided.

2.3.2.7. (Added) An “Office” is normally used to refer to center and wing staff organizations, but may also be used for homogeneous work of a staff nature performed by a small number of workers (3-10). Commander’s staff elements in Centers and Wings will use the organizational title “Office”. If large enough to warrant subdivision, lower levels will be sections and elements, headed by chiefs.

3.3.2. (Added) Staff functions normally found in the standard wing/group structure (AFI 38-101, Figure 3-7) are aligned on the center commander’s (Installation Commander’s) staff as approved by the Chief of Staff of the Air Force (CSAF). The air base wing/air base group commander’s staff in AFMC includes the Chaplain, Command Post, Military Equal Opportunity and Base Plans.

3.3.2.10. (Added) The Air Force Chief of Staff directed establishment of an Inspector General function at installation level in a 15 August 1995 letter. At AFMC installations, the Inspector General Office (IG) is aligned as a staff office on the center commander’s staff. At Brooks AFB TX and Kirtland AFB NM, the IG is on the staff of the 311 HSW and 377 ABW commanders respectively.

3.3.3. (Added) In AFMC, the Comptroller (FM) function is aligned as a functional organization under the center commander and 311 HSW/CC; and as a Comptroller Squadron under the 377 ABW.

4.3.3. (Added) HQ AFMC/XPM controls the establishment, activations and inactivations of Operating Locations (OLs) and detachments. The internal structure of the OL/detachment will be consistent with that of its parent. For example an OL/detachment of a center/wing directly subordinate to the center/wing commander would be structured as a directorate, while OL/detachment directly subordinate to a directorate would be structured as a division, with the appropriate office symbol. Parent organizations (HQ AFMC, FOAs and Centers) of detachments and operating locations are required to conduct an annual review of their detachments and operating locations to validate the continuing requirement for the activity. A report of their findings (signed by the HQ AFMC Director, FOA Chief, Center Commander) will be forwarded to HQ AFMC/XP by 30 July of each calendar year.

4.3.3.1.7. (Added) Requests for a detachment will be sent to HQ AFMC/XPM in the format provided in Attachment 1 to this supplement. Justification will include the specific need for command authority (UCMJ). Before submitting a request for a detachment of more than 100 authorizations, consult HQ AFMC/XPMO for guidance. A named or numbered unit may be more suitable for larger organizations than a detachment. Requests for a detachment must be approved by the center commander, vice commander or executive director. Center MO/XPM will indicate this approval in a letter that forwards the request to HQ AFMC/XPM. No OL or detachment will be established at any AFMC center without the gaining or host commander’s approval. The OL or detachment request will reflect that approval.

4.3.3.2.6. (Added) Requests for an operating location (OL) will be sent to HQ AFMC/XPM using the format provided in Attachment 1 to this supplement. A request for an OL must be approved by the center commander, vice commander, or executive director. Before submitting a request for an OL of more than 100 authorizations, consult HQ AFMC/XPMO for guidance. A named or numbered unit may be more suitable for larger organizations than an OL.

4.3.3.2.7. (Added) Operating locations will not be assigned to a detachment at the same geographic location. HQ AFMC/XPMO will consider exceptions to this policy, on a case-by-case basis, when a separate PAS code is required for administrative purposes, i.e., senior rater.

4.3.3.3.1. (Added) Requests for PAS codes for units, staff elements, detachments, and operating locations must be sent to HQ AFMC/XPMO for approval. (Normally, staffing and approval for new PAS codes takes approximately 2 weeks).

5.1.3. (Added) Centers, and their subordinate units (through their manpower and organization office) must have HQ USAF/XP and CSAF approval to activate, redesignate, or inactivate a unit or to vary from any policy, procedure, or standard organization depicted in AFI 38-101 and the AFMC Organization Blueprint standard structure. HQ AFMC/XP/CC or their designee will approve all major staff element changes to 2 and 3-letter organizations (directorates and division level) to the center/HSW structure. The approval authority for organizational changes 4-letter and below within the center is delegated to the center commanders. This authority does not include reorganizations that cross-functional lines (i.e., from one 2-letter to another) or 4-letter and below organization structures that are controlled by AFI 38-101.

5.2. (Added) All Organization Change Requests (OCRs) will be in keeping with the submitting installation's end-vision as reflected in Appendix 1, "Installation Vision/End States and Support Concept Templates" of the AFMC Strategic Plan. Centers submit variation requests to standard Air Force and AFMC organizational structures to HQ AFMC/XPM in accordance with Chapter 5, AFI 38-101. Requests must be reviewed by the Center MO/XPM organization and approved by the center commander, vice commander or executive director. The request, after center approval, will be signed by the Center XPM/MO, and forwarded to HQ AFMC/XPM for staffing and approval/disapproval.

Allow approximately 30 days for processing/staffing of OCRs that can be approved by HQ AFMC/XP or AFMC/CC and do not require HQ USAF/XP approval. An additional 30-60 days should be added to the processing time for OCRs that must be forwarded to HQ USAF/XP for approval. AFRL 2-letter OCRs must be approved by HQ AFMC/XP and SAF/AQ. (See Attachment 2 to this supplement for Checklist of OCR processing).

5.2.4. (Added) OCRs that impact other AFMC Centers and/or HQ USAF standard organization structures must be coordinated with the other Centers before sending the request to HQ AFMC/XP. The request will contain the results of the field coordination, to include the comments/recommendations of the other center commanders. The CSAF's "No County Options" policy requires that no changes be made to the Air Force approved standard structures without that change being made to the other homogeneous units.

5.2.5. (Added) Office symbols must be in accordance with Air Force standard symbols (AFMAN 33-326, Preparing official Communications), and AFMC standard command-unique symbols (AFMC Supplement 1 to AFMAN 33-326). Changes, additions and deletions to office symbols must be coordinated through both Manpower and Administrative Communications channels.

5.2.10. (Added) In addition, AFMC OCRs must answer the question: *How does the proposed OCR further the concept of Integrated Weapons System Management (IWSM)?*

5.2.11. (Added) In addition, AFMC OCRs must answer the question: *How does the proposed OCR further the end-state vision or A-76 activity of the Center/Base?*

6.1.2. (Added) HQ AFMC/XPMO will publish HQ AFMC G series special orders and movement orders for AFMC unit actions. Only HQ AFMC/XPMO is authorized to publish orders affecting AFMC units.

6.2. (Added) Center MOs/XPMs will provide 10 copies of each revised center organization chart to HQ AFMC/XPMO, 4375 Chidlaw Road, Room B204, Wright-Patterson AFB, OH 45433-5006.

Attachment 2

REQUEST FOR A DETACHMENT OR OPERATING LOCATION

- A2.1.** Det/OL Designation (include Functional OPR)
- A2.2.** Location (include Functional OPR)
- A2.3.** Action to be taken:
 - Activation or Amendment (used when updating mission)
- A2.4.** Effective Dates (Beginning--Ending Dates)
- A2.5.** Function (Complete Mission Statement)
- A2.6.** Manpower Summary:
 - (Officer, Enlisted, Civilian, Total--5-year projection)
- A2.7.** Justification (Authority or reason for function)
- A2.8.** End products (or services performed)
 - a. Specific Duties (List):
 - b. End Products (List):
 - c. Principal Users (List):
- A2.9.** How is each detachment or operating location essential to mission accomplishment?
 - Why must it be at the indicated locations (Specific details)?
- A2.10.** Certification by MO/XPM Chief that gaining AFMC installation commander agrees and will provide support needed when applicable.
- A2.11.** Signature of MO/XPM Chief.

Attachment 3

CHECKLIST FOR THE ORGANIZATIONAL CHANGE REQUEST PROCESS

Action To Do	Thoughts/Helpful Hints
CENTER LEVEL	
Determine customer requirement	Translate the customer requirement into an OCR package
Compare proposal with Integrated Weapons Systems Management (IWSM) principles, Center and AFMC Strategic and Business Management Plans	
Answer AFI 38-101 questions	Reference AFI 38-101, Chapter 5, <i>Organization Changes</i> , and AFMC Supplement 1, paragraphs 5.2.10 and 5.2.11; answer all questions concisely, emphasize how the reorganization will make things better, strive for logic, not emotion
Required parts of the package	Answer “not applicable” if any of the AFI 38-101 questions do not apply to your particular OCR
Determine proposed action	Reference AFI 38-101, Chapter 5 paragraph 5.2
Compare request against standard structures	Reference AFI 38-101, Chapter 5, paragraph 5.2, Chapter 3 and AFMC Organization Blueprint
Compare request against standard nomenclatures	Reference AFD 38-5. Strive to use existing nomenclature. If new nomenclature is required submit justification and mission definition per AFD 38-5, paragraph A 1.2.3.6.
Provide current and proposed organization charts that include current and proposed authorizations (4th Qtr each fiscal year positions)	Reference AFI 38-101, Chapter 5, paragraph 5.2
Provide current and proposed organization mission statements	No reference, but extremely helpful

Checklist for the Organizational Change Request Process (*continued*)

Action To Do	Thoughts/Helpful Hints
Determine impact on other organizations	Reference AFI 38-101, Chapter 5, paragraph 5.2 and AFMC Organization Blueprint
Determine cost in terms of dollars and manpower	Same as above
Determine impact on RPI's grades, ceilings, etc. indicate A-76 Commercial Activity status	
Check history and heritage	Investigate historical/heritage implications; call the Air Force Historical Research Agency, DSN 493-5342, as needed
Staff with center or wing level functionals	Determine which center or wing level functionals should see and coordinate on the package; "shot-gun" the package in order to save time
Revise as necessary based on functional feedback	Present alternative evaluations/views of others
Write cover letter	Cover/transmittal letter to be signed by the center commander, vice commander, or executive director
Forward to HQ AFMC/XP	
HQ AFMC LEVEL	
Read/review OCR, share with other organization action officers	Draw on past experience of your entire office
Review OCR with reference to the AFI 38-101 questions	Quality check the center inputs, add HQ AFMC perspective to make answers and supporting rational stronger (assumes you support the package)
Contact affected center MO/XPM for insight	Optional
Request additional information from center MO/XPM as required	

Checklist for the Organizational Change Request Process (*continued*)

Action to Do	Thoughts/Helpful Hints
<p>Compare to other similar command units for potential wider applications</p> <p>Provide center MO/XPM POC updates as appropriate</p> <p>Staff with appropriate HQ AFMC level functional</p> <p>“Shotgun” the package in order to save time</p> <p>Verify cost in terms of dollars and manpower</p> <p>Check with other MAJCOM for potential wider applications</p> <p>Call HQ USAF/XPMO counterpart for potential big picture input</p> <p>Staff with gaining command (guard and reserve)</p> <p>Write cover letter</p>	<p>Contact other centers/MAJCOMs as necessary</p> <p>“Shotgun” the package in order to save time</p> <p>Optional</p>
<p>HQ AFMC cover letter signed, forward to HQ USAF/XPMO</p> <p>HQ USAF LEVEL</p> <p>Read/review OCR, share with other organization action officers</p> <p>Review OCR with reference to the AFI 38-101 questions</p> <p>Request additional information from MAJCOM as required</p>	<p>Cover/transmittal letter to be signed by XP/XPM as appropriate</p> <p>Draw on past experience of your entire office. Open discussion with other XPMO action officers</p> <p>Quality check the package, add Air Staff perspective to make answers and supporting rationale stronger (assumes you support the package)</p>

Checklist for the Organizational Change Request Process (*continued*)

Action To Do	Thoughts/Helpful Hints
<p>Build Staff Summary Package for staffing--check history and heritage</p> <p>Check compliance with standard organization structure</p> <p>Check for compliance with standard nomenclature</p> <p>Check for potential Air Force wide applications</p> <p>Present "views of others" as appropriate</p> <p>Highlight to senior leadership when request generates a variation from standard structure. Develop options and make recommendation</p> <p>Staff with Air Staff level functionals</p> <p>XP cover letter/SSS/sign, forward to AF/CC</p> <p>Provide MAJCOM POC updates as appropriate</p> <p>Await decision</p> <p>Write approval letter to MAJCOM</p> <p>HQ AFMC LEVEL</p> <p>HQ AFMC/XPMO submit RCS: HAF-ILE(M)9227</p>	<p>Investigate historical/heritage implications, call the Air Force Historical Research Agency, DSN 493-5342, as needed</p> <p>Reference AFI 38-101, Chapter 3, see appropriate structure</p> <p>Reference AFD 38-5</p> <p>Determine which Air Staff level functionals should see and coordinate on the package; "shotgun" the package in order to save time</p> <p>Obtain tracking number from CVAE</p> <p>Addressee should be the same office that submitted the MAJCOM OCR</p>

Checklist for the Organizational Change Request Process (continued)

Action To Do	Thoughts/Helpful Hints
<p style="text-align: center;">HQ USAF LEVEL</p> <p>Write/send DAF letter</p> <p>Review draft SOC and coordinate on 9227</p> <p>Await SOC</p> <p>Review SOC</p> <p>Await draft Schedule of Changes (SOC)</p>	<p>Reference Chapter 6, AFI 38-101, AF Organization</p> <p>Make changes appropriate</p> <p>From ILEB</p> <p>Last quality check</p> <p>From ILEB</p>
<p style="text-align: center;">HQ AFMC LEVEL</p> <p>HQ AFMC/XPMO publishes G-series orders and writes approval letter to center</p> <p>Update AFMC Organization Blueprint</p>	<p>Reference Chapter 6, AFI 38-101, Organization Documentation</p> <p>Reflect most current organizations</p>
<p style="text-align: center;">HQ USAF LEVEL</p> <p>Update MAJCOM Blueprint, include in AFI 38-101, as appropriate</p>	

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